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Strategies Human Resource Leaders Use to Increase Employee Retention In the Automotive Industry

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2025

Abstract

Strategies Human Resource Leaders Use to Increase Employee Retention

In the Automotive Industry

by

Kendra M. Williams

MS, Central Michigan University, 2012

BS, Marygrove College, 2005

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

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September 2025

Abstract

Excess turnover of personnel threatens organizational viability and long-term success. Human resource leaders need to develop strategies to increase employee retention. Grounded in Herzberg's two-factor and Maslow's hierarchy of needs theories, the purpose of this qualitative pragmatic inquiry was to explore and identify successful employee retention strategies employed by human resource leaders to mitigate employee turnover. Data were collected from human resources managers using semistructured interviews and public data from companies' websites. Through thematic analysis, four themes emerged: (a) job assignment, (b) employee feedback, (c) employee benefits, and (d) training, growth, and development. A key recommendation is for human resource managers to focus on employee training development and growth opportunities while encouraging an excellent work–life balance. The implications for positive social change include the potential for human resource leaders to retain employees and create new job opportunities, thereby enhancing community wealth, improving living standards, and reducing poverty.

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Dedication

I dedicate this accomplishment to my GOD for keeping me grounded; to my family, which kept pressing me to move forward even when I wanted to give up. The road was not any easy one, but you each gave me what I needed daily to reach a goal I set for myself, to lead you by example and continue growing and learning, giving me a constant reminder to dream big, for that I love you.

Acknowledgments

I give thanks to GOD that he equipped me with the fortitude and bravery to keep pressing even when I wanted to give up. His words require that I be strong and courageous. According to his word in Joshua 1:9, be fearless and unfazed “because the Lord GOD is with you wherever you go.” I am especially grateful to my committee chairs for their warmth, intellect, inspiration, and thoroughness. Additionally, I am grateful for Walden University’s boundless resources, which helped me navigate the doctoral process. My family and friends have my sincere gratitude for their tolerance and affection. In conclusion, I would like to express my appreciation to every one of my PhD colleagues that I have encountered along the way, especially the women of Zeta Mui Phi, who have become my dearest friends and mentors, for all their invaluable words and encouragement.

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Section 1: Foundation of the Project

Background of the Problem

The highly competitive automotive industry is consistently evolving as emerging technology is incorporated into new products. According to the National Automotive Dealers Association, the automotive industry has a turnover rate of approximately 40% (Moore, 2022). Higher than average personnel turnover can significantly influence an organization's profitability and productivity (Li et al., 2022). Personnel turnover costs organizations money, even without accounting for costs associated with recruiting replacement employees (Weninger Henderson, 2020). Losing experienced staff can lead to decreased employee morale (Al-Suraihi et al., 2021), loss of latent knowledge (Al Shehab, 2020), and decreased productivity (Kurdi & Alshurideh, 2020). Most organizational leaders want to increase employee retention, which decreases operational downtime and promotes staff continuity (Fadahunsi, 2022). According to Makhdoom (2018), manufacturing is more negatively impacted by staff turnover than other industries. Therefore, identifying successful employee retention strategies is critical to increase profitability and productivity in the automotive industry.

Workforce stability depends on knowing what factors affect employee turnover. The automotive industry is highly specialized, requiring employees with technical expertise (Hernandez-de-Menendez et al., 2020). Employees in the automotive industry may be driven to attrition for distinct reasons than employees in other industries (King-Daniel, 2020). Understanding successful employee retention strategies used by automotive industry human resource (HR) managers could provide industry leaders with

essential knowledge for retaining employees, decreasing turnover costs, and enhancing organizational productivity. In this study, I explored employee retention strategies successfully employed by HR managers in the automotive industry.

Business Problem Focus and Project Purpose

The general business problem is that some human resource managers in the automotive industry lack effective strategies for boosting employee retention, which leads to high business costs that are detrimental to the organization's remaining employees and the economy. The specific business problem is that some human resource managers within the automotive industry lack effective strategies to increase employee retention. Therefore, the purpose of this qualitative pragmatic inquiry was to explore successful strategies that HR managers in the automotive industry use to retain employees.

The target population was automotive company HR managers in Metro Detroit who had proven success with employee retention. Detroit was chosen because of the city's substantial number of automotive companies. Data were collected from seven purposefully sampled automotive company HR managers in Metro Detroit. Participants were interviewed using semi structured interviews with open-ended questions designed to elicit the participants' perspectives regarding strategies to retain employees. Participants were selected based on predefined inclusion criteria. The participants (a) were over 18 years of age, (b) were HR managers in an automotive company in Metro Detroit, (c) had at least 5 years of experience as an HR manager in an automotive company, and (d) had implemented successful employee retention strategies. Participants were recruited

through recruitment materials posted on social media, which included the study's inclusion criteria so that participants could self-identify as qualified. I also reviewed company documents provided by the participants for relevant information regarding employee retention.

The study's conceptual framework was composed of two theoretical foundations. The first theory was Herzberg et al.'s (1959) two-factor theory of motivation. Herzberg suggested the two factors influencing employee behavior and organizational performance: hygiene and motivation. Hygiene factors are elements of a job that satisfy an employee's basic needs (Lee & Lee, 2022). Examples of hygiene factors include salary, benefits, job security, and a favorable workplace environment (Herzberg et al., 1959). Motivating factors are job elements that encourage employees to stay and grow in an employment role. Essential motivating factors contributing to employee retention are achievement, recognition for accomplishments, advancement, and autonomy (Herzberg et al., 1959). Hygiene and motivation factors influence employee job satisfaction and dissatisfaction, which may contribute to employee retention or attrition.

The second theory in the study's conceptual framework was Maslow's (1970) hierarchy of needs. Maslow's theory provided a framework for understanding human motivation and prioritizing needs. The hierarchy is portrayed as a five-tiered pyramid, with each level reflecting a different category of human needs. According to Kagias et al. (2022), individuals can progress up the pyramid to meet higher level requirements once basic needs are satisfied. Maslow's theory may be useful in understanding whether employees' needs contribute to their retention intentions.

Research Question

What practical strategies do automotive human resource managers use to increase employee retention?

Assumptions and Limitations

Assumptions

Assumptions are beliefs that are held by researchers that cannot be verified (Schoenung & Dikova, 2016). The study has an epistemological assumption. Epistemology concerns the nature and scope of knowledge and the researcher's relationship to what is being researched (Norwich, 2020). Qualitative research stems from the constructivist paradigm, which assumes that reality is intangible and that multiple realities are possible (Moalusi, 2020). In this study I explored participants' perceptions of employee retention strategies. Consequently, an epistemological assumption of this study was that there are multiple realities regarding successful employee retention strategies, which were accessed through the participants' perceptions and experiences. This assumption are consistent with constructivism.

Several methodological assumptions also underlay this study. An assumption of the study was that the participants would be truthful in answering screening questions regarding their qualifications for the study. This assumption was necessary to ensure that the participants had the requisite knowledge to discuss successful employee retention strategies within the automotive industry. A second methodological assumption was that the participants would answer the interview questions truthfully. This assumption was

reasonable because participation in the study was voluntary, and the participants had no reason to be untruthful.

Limitations

All research studies have limitations. Limitations are weaknesses that stem from the study's methodology, over which the researcher has no control (Theofanidis & Fountouki, 2018). One limitation was that the study would have a small number of participants, which may not represent the entire population of HR managers in the automotive industry. To mitigate this limitation, I interviewed participants until I reached data saturation.

Another limitation was that the data collection process relied on self-reported data from the participants. Self-reported data are influenced by social desirability bias and may not fully reflect the participants' actual behavior or strategies implemented (Ried et al., 2022). Participants may not answer interview questions accurately or truthfully if they believe their responses may misalign with the interests of their organizations (Holter, 2022). To address these potential concerns, I ensured that participants understood that their information would be kept confidential and pseudonyms would be used to protect their identities. A third limitation was researcher bias, which can influence the reliability of the study's findings. Researchers can use reflexivity measures, such as reflexive journaling, to recognize and understand their perceptions and biases (McGrath, 2021). To mitigate potential researcher bias, I engaged in reflexivity protocols.

Transition

Section 1 contained an overview of the business problem, namely that some automotive industry HR managers do not have effective strategies to retain employees. I also discussed the study's purpose, population, conceptual framework, assumptions, and limitations. Section 2 contains a review of the academic and professional literature surrounding factors influencing employee attrition and employee retention strategies. Section 2 also contains a discussion of the study's conceptual framework, which contains Herzberg's two-factor model and Maslow's hierarchy of needs.

Section 3 contains a detailed description of the methodology used in this pragmatic inquiry research study. I provide my rationale for choosing the qualitative methodology and the pragmatic inquiry research design. I also describe my methodology for participant recruitment, selection, and data collection and analysis. Methods for increasing the reliability and validity of the study and ethical considerations will also be discussed. Section 4 presents the findings of the study. Section 4 also contains a discussion of the study's contributions to business practice and recommendations for practice and future research. The implications of the study for positive social change will also be highlighted.

Section 2: The Literature Review

A Review of Professional and Academic Literature

The following section is a review of the literature for the research study. This review provides insight into scholars' studies on traditional inventory management programs and VMI programs. My study includes 117 references, of which 110 (94%) were from peer-reviewed sources, and 112 (96%) were published within 5 years of my anticipated approval from the chief academic officer. References include dissertations, journal articles, and books.

The literature review is organized into two main sections. First, I described the study's conceptual framework, which consists of Maslow's (1970) hierarchy of needs and Herzberg's two-factor theory, discussing how these theories apply to understanding employee retention in the automotive industry. The second main section contains the study's literature review, which is organized into five main subsections. In the first subsection, I provided an overview of the automotive manufacturing industry, including the uncertainty associated with the industry (Mindell & Reynolds, 2023). The second subsection includes an analysis of employee turnover and potential reasons underlying turnover intentions (Al-Suraihi et al., 2021). The third subsection includes a description of employees' needs, highlighting each level of Maslow's hierarchy of needs and how employers can address each level (Hurtienne & Hurtienne, 2023). In the fourth subsubsection, I discuss the relationship between employee satisfaction and retention intentions (Jia et al., 2023). The fifth subsection includes an analysis of strategies that

automotive industry employers can use to promote employee retention. Section 2 closes with a summary and transition to Section 3.

Conceptual Framework

The purpose of this proposed qualitative pragmatic inquiry was to explore successful strategies that HR managers in the automotive industry used to retain employees. A conceptual framework includes one or more formal theories used to ground a research study's design. This study's conceptual framework contains two theories: Herzberg et al.'s (1959) two-factor theory of motivation and Maslow's (1970) hierarchy of needs.

Herzberg's Two-Factor Theory of Motivation

Herzberg's two-factor theory of motivation indicates that hygiene and motivation factors influence employees' organizational behavior and performance. Hygiene factors are elements of employment that satisfy an employee's basic needs (Lee & Lee, 2022). Salary, benefits, job security, and a safe and hospitable workplace are examples of hygiene factors (Herzberg et al., 1959). Hygiene factors do not necessarily support job satisfaction, but a lack of hygiene factors influences employee dissatisfaction (Herzberg et al., 1959). Motivation factors are intrinsic drivers, such as acknowledgment, challenging and stimulating employment tasks, and opportunities for career advancement (Herzberg et al., 1959). Unlike hygiene factors, motivation factors directly influence employees' job satisfaction (Lee & Lee, 2022). Hygiene and motivation factors influence employee job satisfaction and dissatisfaction, contributing to employee retention or attrition.

Herzberg's two-factor theory applies to employee turnover. Chiat and Panatik (2019) ascertained that hygiene factors do not promote employee satisfaction but contribute to employee dissatisfaction if absent. Researchers have emphasized the importance of hygiene factors preventing employee dissatisfaction and lowering turnover intentions (Khuong & Linh, 2020). Offering safe working environments and fair remuneration helps ensure employee satisfaction and lowers the probability of turnover (Hasan et al., 2021). Safe working conditions and competitive salary and benefits are important hygiene factors for automotive industry employees (Valeeva et al., 2023). Motivation factors, including the potential for career advancement and the receipt of accolades, can also influence employee retention (Pratt & Cakula, 2021). Herzberg's two-factor theory should provide an opportunity to understand what motivation and hygiene factors influence employee turnover in the automotive industry.

Maslow's Hierarchy of Needs

Maslow's hierarchy of needs offers a distinct perspective on employee motivation and its effect on retention intentions. Maslow (1970) devised the hierarchy of needs as a framework for prioritizing human needs. The hierarchy is portrayed as a five-tiered pyramid, with each layer indicating a different category of needs. The first tier is physiological needs, which are essential human survival prerequisites. Basic needs include air, water, food, shelter, clothing, and sleep (Kagias et al., 2022). These primary needs take precedence over higher level needs (Maslow, 1970). The second tier of needs includes those associated with safety and security, such as physical safety and safe workplace conditions (Bowen, 2021). The third tier contains social needs, love, and

belonging (Maslow, 1970). The fourth tier contains needs associated with self-esteem, and self-actualization is the top tier of the pyramid (Maslow, 1970). As individuals satisfy needs in lower tiers, needs in higher tiers become more accessible.

Maslow's hierarchy of needs applies to employment in the automotive industry. Employers should satisfy safety and security needs by providing employees with a safe working environment and fair wages (Seubert et al., 2021). Automotive industry leaders can address physical and emotional security needs by following safety regulations and providing employment security (Naji et al., 2022). A positive work environment can address the social needs of automotive industry workers (Ingsih et al., 2021). Automotive industry HR managers can enhance employee retention by addressing employees' hierarchy of needs.

Application to Business Practice

In this section, I synthesized the literature on employee retention in the automotive industry. The literature review is organized into five main sections. In the first section, I provide an overview of the automotive manufacturing industry. The second section includes an employee turnover analysis and potential reasons underlying turnover intentions. The third section includes a description of employees' needs, highlighting each level of Maslow's hierarchy of needs and how employers can address each level. The fourth section contains a discussion of the relationship between employee satisfaction and retention intentions. The fifth section includes an analysis of strategies that employers can use to promote employee retention.

Overview of Automotive Manufacturing Industry

The automobile industry contributes significantly to consumer goods and services worldwide. The automotive industry involves all organizations that manufacture components used in engine vehicles, including motors, vehicle bodies, tires, batteries, and fuel. The automotive ecosystem contributes about one trillion dollars annually to the U.S. economy, or 4.9% of GDP; it also supports six million jobs nationwide (Alliance for Automotive Innovation, 2022). The U.S. automotive industry exported over 105 billion dollars, a 16% increase, making automotive and components the second-largest U.S. export (Alliance for Automotive Innovation, 2022). The automotive industry contributes significantly to the U.S. economy.

There is an unparalleled amount of uncertainty facing the automotive industry. Technological improvements have brought about considerable changes within the automotive manufacturing industry. While automatic emergency brake systems are a standard feature in most automobiles, government pollution control regulations, technical developments, and rising oil prices render this feature challenging to produce (Skrickij et al., 2020). While vehicle manufacturers have responded by producing a variety of internal combustion engine (ICE)-alternative powertrains (Rietmann & Lieven, 2019), there is still considerable uncertainty in the automotive industry as new governmental policies challenge automotive industry leaders (Llopis-Albert et al., 2021). Marketing managers find it difficult to maintain customer loyalty, develop market share, and boost earnings when demand declines, and organizations invest in innovative technologies like

electrification and driverless cars (Candelo & Candelo, 2019). Uncertainty in the automotive industry is a considerable challenge for industry leaders.

Technological advances contribute to the thriving automotive industry but present challenges for automotive professionals. Automobiles are becoming more computer-aided and smaller, and they emit less pollution, due to electric automotive technology (Anton & Florescu, 2020). Emerging technologies generate jobs for skilled workers by decreasing manual labor and risk from human error, raising productivity, and improving job opportunities (Mindell & Reynolds, 2023). Therefore, employee retention may benefit from providing staff members with professional development based on technology innovation (Schmidt et al., 2021). Employees must adapt to new advancements despite the quick and disruptive nature of technological improvement.

Employee Turnover

Employee turnover is a challenge for human resource professionals in any industry. Employee turnover is the number of workers who permanently quit their positions (Al-Suraihi et al., 2021). Employee turnover is a complicated phenomenon because it involves long-term disengagement with behavioral, cognitive, and psychological components (Afrahi et al., 2022). The cost of employee turnover contributes to both direct and indirect financial difficulties (Al-Suraihi et al., 2021). The breakdown of the social market, a drop in employee morale, and increased work-related stress are examples of indirect costs associated with turnover (Lee et al., 2021). The direct costs of turnover are associated with selecting, hiring, onboarding, and training a new employee (Afrahi et al., 2022). Replacing an employee is more than keeping a

qualified individual on staff; some companies may pay an additional 50% and 60% of an employee's salary to cover the expense of employee turnover (Al-Suraihi et al., 2021). Employee turnover is costly for corporations.

Employee turnover can reduce an organization's efficacy by impeding business continuity, which is detrimental to output quality and operations. Reina et al. (2017) ascertained that employee turnover reduces enterprises' operations, performances, and production. Employee turnover also reduces companies' profits. When employees depart, they carry with them acquired abilities and tacit knowledge that could affect the caliber of goods and services produced (Robillard, 2021). When ineffective employees leave the company, employee turnover can be beneficial; nevertheless, the loss of highly skilled personnel reduces a company's human capital (Al-Suraihi et al., 2021). Lee et al. (2017) confirmed that employee turnover jeopardizes corporate operations and negatively influences institutional memory, competitive advantage, and total knowledge. Employee turnover is costly for organizations in numerous ways.

Voluntary Turnover

Employee turnover can be voluntary or involuntary. An employee's intentional and conscious decision to leave a company is known as voluntary turnover (Al-Suraihi et al., 2021). Employees may leave their jobs voluntarily for several reasons, including changes in their personal lives, retirement, illness, promotion to a different department, or job discontent (Serenko, 2024). Employees may voluntarily attrite their positions for internal reasons, such as family difficulties or a desire for personal development, or external reasons, including discontent with corporate culture or limited prospects for

advancement (Al-Suraihi et al., 2021). Researchers have not agreed upon a single set of rules or approaches to determine the main factors influencing voluntary turnover (Yuan et al., 2024). Business managers should still strive to understand the elements influencing employees' voluntary attrition.

There are two types of voluntary turnover: functional and dysfunctional turnover. Functional turnover occurs when employees with deficient performance leave an organization (Trevor & Piyanontalee, 2020). Some employees will voluntarily depart an organization if it becomes clear that the employee cannot meet the goals and expectations of the position. Functional turnover can benefit corporations by allowing new qualified employees to replace struggling employees (Trevor & Piyanontalee, 2020). Dysfunctional turnover occurs when top performers leave an organization (Maertz et al., 2023). An example of dysfunctional turnover is when a dependable employee leaves a corporation because they must adjust their work hours in a manner the company cannot accommodate.

Factors Influencing Employee Turnover and Retention

Many factors influence employee turnover and retention. In this section, four factors identified by searching the literature are discussed. First, I describe how employees' job tasks and responsibilities are related to employee turnover. Next, I described how organizational instability, personal factors, and company culture influence employee turnover.

Job Tasks and Responsibilities. Employees' job tasks and responsibilities can influence their turnover or retention intentions. The demands of their job can influence an

employee's attitude toward their work, the resources that are accessible to them, and their work assignment and duties, which can either positively or negatively affect their job satisfaction (Ramlawati et al., 2021). Santiago-Vela and Hall (2023) examined the influence of job responsibilities on turnover intentions, finding that workers who are challenged within their skill sets express satisfaction with their jobs. The study's results also indicate that skill mismatches lead to employee dissatisfaction and employee attrition. Wen et al. (2023) corroborated the findings of Santiago-Vela and Hall in a quantitative longitudinal study, finding that skill underutilization resulted in lower job satisfaction and attrition intentions. These findings indicate that job tasks can influence an employee's turnover intentions.

Unrealistic job expectations can influence employees' intentions to attrite. Bakker and de Vries (2021) ascertained that when employers have unrealistic expectations, employees are at risk for burnout, which can lead to attrition. Employees satisfied with their job expectations and duties do not tend to express turnover intentions (Haeruddin et al., 2023). When employees finish duties linked to their jobs, they may feel satisfied with their jobs (Riyanto et al., 2021). Employers can enhance employee retention by ensuring that job expectations are clear and appropriate for each employee.

When management does not provide enough resources to support an employee's workload, their attitude toward the task may shift. According to Aren et al. (2022), individuals who work in demanding environments with little support suffer from job-related stress and show signs of discontent with their jobs. Knight et al. (2023) found that job demands influenced employees' work-related stress, with management support acting

as a mediating variable. When employers and managers support their workers, employees are more likely to remain in their jobs and are less likely to consider attrition.

The transferability of employees' skills is an important facet of employee retention and attrition. Competencies and talent that employees use in a variety of settings, sectors, and professions are transferable skills (Khang et al., 2023). These abilities can often be transferred from one job to another and not limited to one industry or profession (Poláková et al., 2023). Employers should be aware of the transferability of employees' skills when considering retention strategies. If organizations cannot retain employees, those employees can take their skills elsewhere and still be successful.

Organizational Instability. Organizational instability is one factor that can contribute to voluntary turnover. Organizational instability is the degree of unpredictability and speed of change within a given organization (Kotter et al., 2021). Organizational instability can cause employees stress, job discontent, and low job embeddedness (Dogantekin et al., 2022). Organizational instability can contribute to an employee's tenure in an organization, income, and career mobility, which influence an employee's decision to attrite (Hngoi et al., 2023). Organizational instability can influence an employee's decision to remain with an organization.

The automotive industry has a large degree of organizational instability. Car manufacturing changes yearly, with auto manufacturing companies releasing new models with new features and technology (Williams & Blyth, 2023). These consistent changes in features require automotive laborers to update their skills and knowledge to remain relevant in the evolving automotive industry (Colombari et al., 2023). Roberts and

Cullinane (2023) discussed how skilled laborers in the automotive industry require consistent on-the-job training to learn about how to address new technological features released yearly in cars. Automotive workers who do not invest in professional development can find their skills obsolete as technological development enhanced features available in new cars (Williams & Blyth, 2023). The automotive industry suffers from organizational instability due to consistent technological developments.

Leadership can contribute to organizational instability. Unethical leadership, a lack of promotions, and workplace inequalities are the main causes of voluntary turnover (Aliedan et al., 2022). The probability of voluntary turnover increases with inadequate staffing decisions, unfavorable grievance processes, unhygienic work environments, and leaders who are unable to inspire their teams (Wilson, 2023). Workers with poor job embeddedness are likely to leave a company if they do not believe they fit in with the organization's culture or the work environment (Awan et al., 2021). Strong leadership from managers can help reduce the number of workers who choose to leave the company by concentrating on disgruntled workers' poor job embeddedness and low organizational commitment (Awan et al., 2021). Leaders can influence employee turnover by reducing organizational instability.

Reducing voluntary turnover is beneficial for organizations. Reducing voluntary turnover through policy implementation may help to reduce overall turnover and can save the organization money (Jun & Eckardt, 2023). Employee turnover results in a loss of institutional business and tacit knowledge and a reduction in competitive advantage

(Capestro et al., 2024). Employers can reduce the negative impacts of employee turnover by reducing organizational instability that leads to employee turnover.

Personal Factors. Scholars identified personal factors as influencing turnover intentions. Researchers have typically used a value perspective to analyze turnover intention, arguing that employees' sentiments about the company influence their desire to depart (Murray & Holmes, 2021). An employee's age, income, job satisfaction, prospects for professional advancement, and interpersonal connections are factors affecting voluntary turnover (Al-Suraihi et al., 2021). Other factors influencing turnover intentions include unreasonable job expectations, a lack of dedication to the company, subpar organizational performance, and a person's attitude (Kissi et al., 2023). Future concerns like ease of mobility, family circumstances, and financial reasons could prevent an employee from following through on their intention to leave a firm or influence an employee to depart quickly (Kumar et al., 2021). Personal factors influence employees' retention or turnover intentions.

Company culture can influence employees' turnover intentions. An employee's sentiment about the company influences their desire to depart or remain with an organization (Murray & Holmes, 2021). Managers might lessen employees' intention to leave when workers feel important to a company (Awan et al., 2021). When managers fulfill their commitments and keep their word, staff members feel appreciated and valued (Newman & Ford, 2021). Supervisors who give their staff autonomy, relevant training, decision-making input, and encouragement can lessen the likelihood that employees will

desire to leave an organization (Awan et al., 2021). Company culture and managers' leadership styles can influence employee retention.

Scholars have dedicated a great deal of attention to the analysis of turnover. Researchers have typically used a value perspective to analyze turnover intention, arguing that employees' sentiment about the company influences their desire to depart (Lu et al., 2023). An employee's relationship with coworkers may influence an employee's intention to resign (Haeruddin et al., 2023). Lu et al. (2023) ascertained that an employee with strong relationships with coworkers may be influenced by coworkers' decision to leave an organization.

Employers can influence an employee's turnover intentions. When workers feel important to the company, managers might lessen their intention to leave (Lu et al., 2023). When managers fulfill their commitments and keep their word, staff members tend to feel appreciated and valued (Ford et al., 2023). Supervisors who give their staff autonomy, relevant training, decision-making input, and encouragement can lessen the likelihood that employees will want to quit (Hsu & Shih, 2023). Abet et al. (2024) proposed that managers can affect work commitment and lower the intention to leave by cultivating relationships within the organization. Managers can influence employees' turnover intentions by fostering strong organizational relationships.

Employee sustainability is another facet of company culture that can influence retention or attrition. Employee sustainability is defined as an employee's capacity to remain in the workforce presently and in the future (Lim, 2023). Employee sustainability is influenced by a positive workplace culture in which employers value and encourage

workers (Komariyah et al., 2023). A sustainable employee culture maintains employee engagement levels at a level necessary for competent job performance (Lim, 2023). Employers who promote employee sustainability are more likely to retain employees than employers who do not prioritize sustainability.

Employee Needs

Maslow's hierarchy of needs indicates that individuals have needs related to physiology, safety, love and belonging, esteem, and self-actualization. Maslow (1970) ranked the needs according to their relative importance, finding that lower-level needs must be satisfied before higher level needs. Employers can enhance employee retention by ensuring they address each level of employees' needs (Hurtienne & Hurtienne, 2023). In this section, I explore how employers can address the five levels of employees' needs.

Physiological Needs. Fundamental necessities and physiological needs occupy the lowest rung of Maslow's hierarchy of needs. The fundamental necessities for human survival include but are not limited to food, water, and shelter (Sabino & Pulhin, 2021). Once an individual's physiological requirements have been adequately met, they progress to the subsequent stage (Bland & DeRobertis, 2020). Employers fundamentally address the physiological requirements of employees, as employment provides employees with wages they can use to obtain food, water, and shelter (Bland & DeRobertis, 2020). Employers can help address employees' physiological needs through job security (Sorensen et al., 2021). Employers can help address employees' physiological needs through competitive wages and job security.

Safety Needs. Maslow defined safety needs as an individual's second level of needs. Safety needs encompass protection, stability, security, and injury prevention (Bland & DeRobertis, 2020). Employers can address individuals' safety needs by establishing an ideal working environment, ensuring workplace safety (Ryan & Deci, 2020). Workplace safety measures include ensuring that machinery is in proper working order, and that safety measures are in place in the case of a workplace accident (Vincoli, 2024). Workplace safety concerns are especially important in the automotive industry, where employees often work with complex machinery to manufacture automobiles (Leesakul et al., 2022). Employers can address the safety needs of employees through workplace safety measures.

Need for Belonging. Love and belonging are the third level of an individual's needs. The need for belonging encompasses a fundamental drive to obtain and maintain social connections, affiliations, and a feeling of inclusion (Grosser et al., 2023). Employers can address employees' need for belonging by fostering a work environment that promotes solidarity, collaboration, and inclusiveness (Grosser et al., 2023). This may encompass team building exercises, which offer staff members the opportunity to network and collaborate on policies that promote a sense of belonging among all members of the organization and prohibit discrimination (Miranda-Wolff, 2022). Employers can address employees' need for belonging by fostering an inclusive workplace environment and encouraging collaboration between employees.

Need for Esteem. An individual's fourth level of needs encompasses needs for esteem. An individual's esteem requirements consist of high self-esteem and the esteem

of others (Maslow, 1970). Esteem requirements may also encompass the aspiration to receive acknowledgment, esteem, and gratitude from others, along with the cultivation of a sense of accomplishment and intrinsic value (Ryan & Deci, 2020). Employers may facilitate employees' needs for esteem by acknowledging them for superior work performance (Priya et al., 2023). Employers can also promote the esteem of employees by offering opportunities for advancement, establishing a platform for employees to contribute and receive recognition for their efforts and accomplishments, and providing constructive criticism and gratitude for their work (Ryan & Deci, 2020). Employers can address individuals' need for esteem to promote their satisfaction and retention.

Need for Self-Actualization. Self-actualization is at the apex of Maslow's hierarchy of needs. Self-actualization occurs when an individual realizes his or her complete capabilities in a manner that is most suitable for him or her and progresses in a gratifying manner toward that goal (Maslow, 1970). Employers can help employees achieve self-actualization by establishing a professional setting that cultivates autonomy, innovation, and personal growth (Zhu et al., 2022). This professional setting may encompass prospects for employees to cultivate their skill sets and receive professional development and training, support in establishing personal objectives and discovering a sense of meaning in their work, potential for innovation, or an organizational culture that fosters ongoing learning (Ryan & Deci, 2020). Employers can also address employees' need for self-actualization by providing them with personal and professional development opportunities to enhance intrinsic abilities (Adam et al., 2021). Employers can help

address employees' needs for self-actualization by promoting the personal and professional development of each individual employee.

Summary of How Employers Can Address Maslow's Hierarchy of Needs.

The hierarchy of needs illustrates Maslow's conceptual framework concerning human motivation and behavior, which delineates how individuals satisfy their basic needs prior to attending to their more advanced needs. Employers can address the employees' hierarchical needs requirements by promoting employee engagement, satisfaction, and overall welfare within the organization (Ryan & Deci, 2020). By addressing employees' physiological, safety, love and belonging, esteem, and self-actualization requirements, organizations can foster a supportive environment that contributes to the development of an initiative-taking and engaged workforce (Foster, 2021). Employers can promote employee satisfaction and retention by addressing each level of an employee's needs.

Employee Satisfaction

Employee satisfaction can influence turnover intentions. Job satisfaction is defined as a worker's favorable emotional condition regarding their job (Jia et al., 2023). Employment satisfaction is the expression of contentment displayed by an employee when their employer satisfies their employment expectations (Nikita et al., 2023). A worker's opinion on job prospects, workplace equality, and management treating them fairly determines their level of job satisfaction (Adamovic, 2023). Hong et al. (2023) conducted a quantitative study, ascertaining that employee satisfaction is positively correlated with retention intentions and negatively correlated with turnover intentions. Employee satisfaction influences turnover intentions.

Substantial empirical evidence links employee job discontent and work satisfaction to voluntary turnover. Employee job satisfaction is contingent upon factors that influence both internal and external motivators (Aljumah, 2023). Extrinsic external motivators are known as controlled motivators, and intrinsic internal motivators are known as autonomous motivators (Ryan & Deci, 2020). An employee's degree of job satisfaction will rise when managers try to boost their internal and external motivation.

Extrinsic motivators can influence employee satisfaction. Extrinsic motivation is driven by external rewards that are often tangible (Ryan & Deci, 2020). Examples of extrinsic motivators include bonuses, salary increases, and benefits packages. External factors do not improve long-term employee retention, but they are necessary to prevent job discontent (Haddad et al., 2023). Providing employees with external motivators can improve employee satisfaction and increase retention intentions.

While external work elements help maintain employee satisfaction, intrinsic motivators can lead to greater levels of overall job satisfaction and long-term employee sustainability. Intrinsic motivation is when an individual engages in a behavior because they find it personally rewarding rather than for an external reward or benefit (Ryan & Deci, 2020). Employees who enjoy their jobs are intrinsically motivated to work (Fila et al., 2023). Employers can increase employees' intrinsic motivation by providing them with challenging tasks that require creativity and autonomy (Zhang & Liu, 2022). Enhancing employees' intrinsic motivation can lead to employee satisfaction and retention.

Employee Retention

Strategies for retaining employees are essential to businesses' profitability, competitive advantage, and sustainability. Employee turnover can cost organizations revenue by requiring organizational leaders to divert profits to pay for new employee recruitment and training (Dogru et al., 2023). Competitive advantage may also be hindered, as new employees may not have the same tacit knowledge as employees who have worked at a company for numerous years (Abid et al., 2023). In this section, I explored three strategies that business leaders use to promote employee retention.

Offer Competitive Compensation and Benefits. The first strategy that business owners can use to retain employees is to offer competitive compensation and benefits. Appropriate compensation entails providing employees with salaries that are competitive with other enterprises offering similar jobs (Venkat et al., 2023). Venkat et al. (2023) described competitive compensation as a major factor influencing employee retention in the automotive industry. Bonuses, commissions, and stock options are further examples of performance-related pay that is frequently given to employees as an incentive to surpass organizational goals and advance the company's success (Wood et al., 2023). This type of pay can encourage a culture of high performance and dedication by encouraging workers to give their best effort (Wood et al., 2023). Employee loyalty and job satisfaction are also increased when employees perceive a clear link between their efforts and rewards, both of which are essential for retaining talented workers (Venkat et al., 2023). Employers can guarantee a complete compensation package that promotes the

goals of the company as well as the well-being of the employee by finding a balance between incentives and reasonable base pay and benefits.

Employee retention can be impacted by many other compensation-related factors besides performance-related pay. Competitive base salaries and hourly wages are essential for ensuring that workers feel their work is valued and can afford the cost of living, which is essential for job satisfaction (Wood et al., 2023) Financial stability and peace of mind are provided by benefits packages, which include paid time off, retirement plans, and health insurance (Darko et al., 2024). Opportunities for professional advancement, such as paying for education and training, can also incentivize workers to remain with a company (Darko et al., 2024). Initiatives for a work-life balance, flexible scheduling, and the option to work from home have also grown in importance as retention tools (Rodríguez-Sánchez et al., 2020). Clear communication, a positive work environment, and achievement recognition and rewards are other key factors that influence an employee's decision to stay with a company (Bangsu et al., 2023). Each of these elements contributes to developing an all-encompassing compensation plan that can support businesses in ensuring their employees are happy and engaged within the automotive industry and other industries.

Job Security. Enhancing the job security of workers is another strategy for employee retention. The automobile sector still provides strong job security for employees with the necessary education and experience (Senderek, 2023). Technological breakthroughs have increased the demand for qualified workers in fields that intersect with the automotive industry, including cybersecurity, car repair, and electric vehicle

manufacturing (Verma & Venkatesan, 2023). According to the U.S. Bureau of Labor Statistics (2023), auto mechanic employment is strong and is projected to grow at least 2% a year, suggesting that the industry is stable. As a sizable portion of the present workforce is approaching retirement age, the Baby Boomer generation's retirement is translating into greater employment opportunities and job security for younger workers (Gruijters et al., 2023). Scholars anticipate this generational change will create new avenues for industry career progression (Amarnani et al., 2023). Employers can promote employee retention by enhancing employees' job security.

The automotive industry is marked by continuous technological developments. Automotive technicians will always have a consistent workload because of the increasing number of cars, the variety of vehicle types, and consumers' continual needs for car maintenance and repairs (Verma & Venkatesan, 2023). Professionals who keep pace with the contemporary trends in the automotive industry should enhance their job stability (Venkat et al., 2023). Employers can promote employee retention by ensuring that employees have consistent workloads.

Professional Development. Employers can also promote employee retention by investing in professional development opportunities for their employees. Encouraging skill development inside an organization is critical for guaranteeing a flexible and resilient workforce (Holbeche, 2023). A business that invests in the ongoing development of its workers' skills shows that it values the personal and professional development of its workforce in addition to preparing it to meet the changing needs of the market (Khang et al., 2023). This dedication may result in better engagement, more work satisfaction, and a

culture of lifelong learning that is advantageous to the company (Holbeche, 2023). Workers may be more inclined to innovate, take initiative, and advance the company when they feel encouraged through professional development (Agustian et al., 2023). Employers can enhance employee retention by providing employees with professional development.

The automotive industry is continuously changing and requires the development of new skills. Automotive workers must learn new abilities to keep pace with the industry's technological advancements (Morgan & Liker, 2020). A thoughtful skill development program may be a crucial point of differentiation for a company, drawing in top talent and keeping high achievers (Olszewski-Kubilius et al., 2023). Focusing on skill development is consistent with the more general goals of increasing efficiency, encouraging creativity, and preserving a competitive edge in the marketplace (Morgan & Liker, 2020). By emphasizing chances for professional development, industry leaders can guarantee a workforce prepared to address challenges associated with increased technological developments.

Transition

In Section 2, I critically analyzed the literature related to employee retention in the automotive industry. I first described the study's conceptual framework, which consists of Maslow's hierarchy of needs and Herzberg's two-factor theory. Next, I discussed the automotive industry. The second section includes an analysis of employee turnover and potential reasons underlying turnover intentions. The third section included a description of employees' needs, highlighting each level of Maslow's hierarchy of

needs and how employers can address each level. In the fourth section, I discussed the relationship between employee satisfaction and retention intentions. The fifth section included an analysis of employers' strategies to promote employee retention.

In Section 3, I describe the methodology used in this study. Section 3 will contain a description of ethical considerations and the study's chosen research methodology and design. Procedures for participant recruitment and selection, data collection, and data analysis will be discussed. I also describe the procedures I used to promote the study's reliability and validity. Section 4 will contain a presentation of the study's findings and a discussion of the study's implications for practice and positive social change. The data obtained in the study will lead to data-driven recommendations for practice and future research.

Section 3: Research Project Methodology

The automotive industry is fluid and highly competitive, which presents challenges for employee retention. The specific business problem is that some human resource managers within the automotive industry lack effective strategies to increase employee retention. This section will include a review of the project's ethical concerns, the nature of the project, and the study's population, sampling, and participants. I also discuss data collection instruments, activities, interview questions, and data organization and analysis techniques. I concluded the section with a discussion of the measures I used to enhance the study's reliability and validity.

Project Ethics

Qualitative researchers assume multiple roles when conducting research. Qualitative researchers function as human instruments, collecting, organizing, and analyzing data from human research participants (Khoa et al., 2023). During this study, I actively participated in the research. I was responsible for choosing the study's methodology and research design, identifying, and recruiting participants, gathering qualitative data from semi structured interviews, and maintaining, organizing, and analyzing the collected data. Qualitative researchers must also adhere to ethical standards (Wa-Mbaleka, 2019) while promoting the rigor, reliability, and validity of the study (Johnson et al., 2020). As a qualitative researcher, I performed each of these roles.

Researchers should disclose their relationships to their chosen research topic to be transparent about potential biases. I have worked as a program manager at a large automotive company for 11 years, where I manage programs involved with activating

software in automobiles. In my employment, I have observed that there has been increased turnover and early retirements in the industry, which sparked my interest in this research topic. However, I am not directly involved in hiring or firing employees. To mitigate potential researcher bias, I used researcher reflexivity protocols, such as journaling before and after each research-related activity.

I ensured that I followed all ethical standards of research. To maintain the well-being of the participants throughout the study, I adhered to the established ethical norms stated in *The Belmont Report* (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). I upheld the principles of *justice, beneficence*, and *respect for persons* throughout the study. The principle of justice concerns equitable representation in research by ensuring that participants are chosen fairly and equitably (Vetter et al., 2022). I showed respect for justice by ensuring that the participant selection criteria were fair and appropriate to address the research topic. The principle of beneficence involves protecting participants from harm (White, 2020). I upheld the principle of beneficence by ensuring the benefits of the study outweighed the risks, treating the participants with dignity and respect, and ensuring that I protected the participants' confidentiality. Respect for persons involves respecting the autonomy of research participants (Vetter et al., 2022). I showed respect for persons by using an informed consent process to ensure that the participants made an informed decision about voluntarily participating in the study.

A critical component of ethical research is informed consent. Researchers should construct informed consent forms with the study's purpose, the risks, and benefits of

participating in the study, and the participants' rights (Xu et al., 2020). I used an informed consent form to ensure that each participant was informed about the risks of participating in the study and voluntarily chose to participate. I emailed participants an informed consent form approved by the Walden University Institutional Review Board (IRB) after potential participants indicated their interest in the study. The informed consent form addressed the risks and benefits of participating in the study, information on how a participant could withdraw from the study, and the procedures I used to ensure the participants' confidentiality and privacy.

The informed consent form contained information about the participant's right to withdraw from the study at any time. The Belmont Report indicates that research participants must be allowed to withdraw from a study without fear of repercussion (Klykken, 2022). The informed consent process ensures that the participants know they can withdraw from the study at any time for any reason without fear of repercussion. If a participant had decided to withdraw from the study, I would have destroyed all data collected from the participant, including audio recordings, transcripts, and data analysis. There were no incentives given to participants for participation in the study.

I submitted the study for approval through Walden University's IRB to ensure that adequate protections were in place to safeguard the well-being of the participants. IRB approval is necessary to ensure that the methods used in research studies are sufficient to protect the participants (White, 2020). The IRB approval number is 07-18-24-1138610. Safeguarding participants' confidentiality is critical (Xu et al., 2020). I safeguarded participants' confidentiality by communicating with them through secure

means, such as encrypted email, and not posting on public forums. Secure communication and storing files on encrypted devices should be sufficient to protect the participants and their confidential information.

I maintained the participants' confidentiality throughout the study. Participants' confidentiality can be protected by using pseudonyms (Lahman et al., 2023). I assigned pseudonyms to all files related to participation in this study, including consent forms, audio recordings, and transcripts, with unique alphanumeric identifiers for participants, such as P1, P2, and P3. If a participant mentioned information that could identify them, such as their place of employment, that information was redacted from their interview transcript to preserve their confidentiality.

I will store all research data for 5 years. Walden University's IRB mandates that researchers safely store all data for 5 years (Walden University, 2023). I will safely archive the audio recordings, transcripts, and analytical data for 5 years. I will also safely store the informed consent forms for 5 years, as required by Walden University's IRB. I will store all research-related materials and data in my home office on a password-protected, encrypted laptop and cloud drive. After 5 years, I will destroy the data using data destruction software.

Nature of the Project

I used the qualitative methodology for this study. Researchers who want to gain in-depth information about an established phenomenon typically choose the qualitative approach (Khoa et al., 2023). Qualitative research is an integrated approach to exploring a phenomenon in depth (Tomaszewski et al., 2020). Qualitative research is commonly

used by researchers who want to understand phenomena related to sociology and business (Dahlberg & Dahlberg, 2019). Researchers who employ qualitative methods explore participants' experiences and perspectives to compile in-depth information and draw conclusions about a phenomenon (Tomaszewski et al., 2020). Because this study aimed to understand participants' experiences with strategies to promote employee retention, the qualitative method was appropriate and justified for this study.

The research design I chose for the study was pragmatic inquiry. Pragmatic inquiry studies involve combining aspects of other qualitative research designs to strategically address the study's purpose (Savin-Baden & Major, 2023). This study combined aspects of the qualitative descriptive (Doyle et al., 2020), case study (Yin, 2018), and qualitative document review (Morgan, 2022) methodologies. The pragmatic inquiry design allows for a flexible combination of methodologies to address practical research questions (Savin-Baden & Major, 2023). The pragmatic inquiry research design allows for an in-depth exploration of a phenomenon using robust and strategically chosen methods (Savin-Baden & Major, 2023). For these reasons, I chose a pragmatic inquiry research design for my study.

Population, Sampling, and Participants

The target population was automotive company HR managers in Detroit who had proven success with employee retention. Data were collected from at least seven purposefully sampled automotive company HR managers in Detroit. Participants were selected based on predefined inclusion criteria. The participants needed to (a) be over 18 years of age, (b) be an HR manager in an automotive company in Detroit, (c) have at

least 5 years of experience as an HR manager in an automotive company, and (d) have implemented successful employee retention strategies. Qualitative research assumes that the participants have in-depth knowledge of the phenomenon being researched (Chivanga & Monyai, 2021). Therefore, the participants' characteristics aligned with the study's central research question. The HR managers I interviewed were suitable for this research study because they had direct knowledge of employee retention strategies. Thus, the participants' characteristics and knowledge aligned with the overarching research question.

Researchers should choose a sampling method that aligns with their study's purpose. I used purposeful sampling as the primary method to select participants and snowball sampling as a secondary method. Researchers use purposeful sampling to select individuals who meet predefined inclusion criteria (Zickar & Keith, 2023), such as the inclusion criteria of this study. Purposeful sampling allows researchers to select information-rich cases with the appropriate knowledge to answer the study's research question (Stratton, 2021). Snowball sampling relies on current participants recommending other individuals who may meet the study's inclusion criteria (Parker et al., 2019). I planned to use snowball sampling as a secondary method if purposeful sampling did not yield the seven participants necessary for the study.

Participants were recruited on social media using the IRB preapproved participant invitation (see Appendix B). This invitation delineated the study's inclusion criteria so that participants could identify as qualified. Researchers should strive to build a positive rapport and working relationship with research participants (Roberts, 2020). I established

a working relationship with participants by building a positive rapport and treating them with dignity and respect. To ensure that the participants met the study's inclusion criteria, I asked screening questions. The following screening questions were used:

1. Are you over 18 years old?
2. Are you an HR manager for an automotive company in Detroit?
3. How many years of experience do you have as an HR manager?
4. Have you implemented successful employee retention strategies?

I evaluated the potential participants' responses to ensure that they met the study's inclusion criteria.

Data saturation is an important consideration in qualitative studies. Data saturation influences the strength of the conclusions drawn from qualitative research (Guest et al., 2020). Data saturation is the point in the data collection and analysis where the data begins to repeat, and no information can be gained from interviewing additional participants (Braun & Clarke, 2021). Guest et al. (2020) ascertained that in 98% of qualitative studies using interviews as a data source, seven participants were required to reach data saturation. Therefore, I chose a sample size of seven participants, which should allow for data saturation. At the conclusion of my interviews, I achieved data saturation.

Data Collection Activities

Qualitative researchers often use numerous data sources to conduct methodological triangulation. Triangulation enhances the credibility and trustworthiness of a study's findings (Yin, 2018). This pragmatic inquiry involved using three data

collection instruments. I served as the primary instrument, collecting data from the participating HR managers. As the second data collection instrument, I analyzed publicly available company documents about employee retention strategies. Third, the participants completed semi structured interviews with open-ended questions. Using open-ended interview questions allows researchers to explore participants' experiences and thoughts systematically and methodically without imposing the researcher's personal biases (Ivey, 2023). The primary objective of the interviews was to explore the participants' viewpoints about the strategies they use to retain employees.

I emailed the participants a link to an online scheduling application after they reviewed and returned the informed consent form. This application enabled participants to choose a convenient time and day to complete an interview. I conducted interviews using the Zoom telecommunications software at the participants' chosen times. The Zoom platform offers a secure setting for individual interviews and is becoming increasingly popular for use in research (Oliffe et al., 2021). This interview approach was appropriate for this research, as virtual interviews allowed participants to be actively involved.

I adhered to the interview protocol outlined in Appendix A. Using an interview protocol has several notable advantages. First, using an interview protocol can help researchers mitigate researcher bias (Stahl & King, 2020). Interview protocols ensure that researchers ask all participants the same questions in the same order. Using an interview protocol can help researchers prevent potential personal bias from interfering with data collection (Roberts, 2020). Therefore, I used an interview protocol during the interview

process. Each participant completed a single interview session lasting at least 45 minutes. This time allowed each participant to elaborate on their strategies for promoting employee retention.

I transcribed the audio recording from each interview. Transcription accuracy in qualitative investigations is imperative, as data analysis relies on the transcriptions (Nascimento & Steinbruch, 2019). To transcribe the interviews, I used the Otter.ai transcription service, an online artificial intelligence-based transcription application. I compared the audio recordings to the transcriptions line by line to ensure transcription accuracy. All personally identifying information mentioned by the participants, including their names and places of work, were redacted. After the interviews, I requested that the participants provide publicly available company documents pertaining to employee retention strategies. These documents were used to triangulate the interview findings.

I ensured that the data I collected were accurate by verifying the interviews with the participants. Candela (2019) explained that member checking can be used to enhance the trustworthiness of a qualitative research study. To conduct member checking, I sent each participant a summary of my interpretation of their responses to the interview questions for verification before I began analyzing the data. Member checking is a method that enables participants to provide feedback on a researcher's interpretation of their data (Candela, 2019). This process improves the dependability and trustworthiness of a study (Johnson et al., 2020). Using member checking should augment the trustworthiness of the study's findings.

Interview Questions

1. What practical strategies do automotive human resource managers use to increase employee retention?
2. What is the effect on the employees since the implementation of the retention strategies/policies?
3. How are the strategies/policies measured for employee retention?
4. What were your employees' reactions to the methods used to retain employees?
5. What barriers were experienced with implementing strategies/policies to retain employees?
6. What strategies (i.e., recognition, growth opportunities, and training) did your organization use to increase employee retention?
7. What advantages have you recognized since the inception of the new retention strategies/policies?
8. Can you provide additional information on the success of retention strategies/policies?

Data Organization and Analysis Techniques

I maintained a research log to denote the methodological details I used to conduct the study. During the study, I encoded each participant's interview transcripts and question responses using pseudonyms such as P1, P2, and so on to ensure participant confidentiality and maintain the participants' privacy. I organized semi structured data using NVivo Version 14, a qualitative data analysis software. Researchers frequently use

NVivo to manage and store qualitative research study data (Alam, 2021). Company documents provided by the participants were also saved using the participants' pseudonyms. Any sensitive or identifiable information from these documents was redacted. I also kept a reflexive journal, where I made notes regarding my perceptions of the participants' responses and behaviors. Reflective journaling is an important mechanism that researchers can use to acknowledge their reflexivity and mitigate researcher bias (McGrath, 2021). I stored all electronic data collected on a secure, password-protected, encrypted cloud drive. After 5 years, I will shred any hard copies and use data destruction software to destroy all electronic data, as mandated by Walden University's IRB.

Data Analysis

Qualitative researchers conduct data analysis to present valid and reliable findings while enhancing the study's trustworthiness. According to Kiger and Varpio (2020), there are five main types of qualitative data analysis: (a) comparative analysis, (b) content analysis, (c) cross-case synthesis, (d) narrative synthesis, and (e) thematic analysis. I used Braun and Clarke's (2019) method for thematic analysis, sequentially transcribing, member checking, and coding each interview as I completed them. I used the NVivo Version 14 software to organize transcripts and code data from semi structured interviews. Company documents were scrutinized and compared with the findings from the interview data. Member checking allowed participants an opportunity to confirm a researcher's interpretations of participants' answers to interview questions to enhance the reliability and validity of the study's findings (Candela, 2019). After I analyzed the data,

I emailed participants with my interpretations of each participant's answers to interview questions and asked them to verify the accuracy of my interpretations.

I analyzed the data collected from semi structured interviews using thematic analysis. Thematic analysis is commonly used to analyze verbal data derived from qualitative studies (Lindgren et al., 2020). Thematic analysis involved organizing and dissecting the data to identify themes and patterns relevant to the research questions and is commonly used to analyze semi structured interviews. I analyzed the interview transcripts using Braun and Clarke's (2019) method for thematic analysis, which involved six steps, as described below. Thematic analysis is useful for researchers working to derive meaning from collected data.

I completed Phases 1 and 2 of Braun and Clarke's (2019) six-step method sequentially for each interview before moving to Phase 3, which was the theme development. Phase 1 is familiarization with the data. In this phase, I transcribed the audio file from each interview into a written transcript. I read the transcript of each interview from start to finish to get an overall understanding of the data collected from individual interviews. This phase often involved multiple readings of the interview transcripts (Braun & Clarke, 2019). I then wrote my interpretation of the participant's answers to interview questions to conduct member checking. I conducted member checking for each interview immediately after I transcribed the audio file. Finally, I ensured that any personally identifiable information mentioned in the interview was redacted from the interview transcript.

Phase 2 is the coding phase. This phase involved categorizing the data into meaningful units, also known as coding (Saldaña, 2021). During the coding phase, I created a codebook that outlines the codes for categorizing the data. The codes will be descriptive phrases based on the participants' ideas and thoughts. I used NVivo Version 14 beginning in Phase 2. I completed Phases 1 and 2 for the first interview, then for the second interview, and so on, until all five interviews were exhausted.

Phase 3 is the theme development phase. During this phase, I review the coded data and extract themes from the codes. Themes represent patterns and relationships between the data (Braun & Clarke, 2019). To extract themes, I grouped similar codes together. In Phase 4, I created a thematic map that details the connections between the codes and themes. The thematic map is a visual representation of the data that helps researchers organize their data logically (Braun & Clarke, 2019). This approach allowed me to identify similarities and differences between themes.

During Phase 5, I examined the thematic map and determined whether any new themes had emerged. During this phase, researchers rename and redefine the codes and themes when necessary (Braun & Clarke, 2019). I redefined and renamed similar themes into a new encompassing theme to remove redundant themes. In this phase, I addressed discrepant cases or participants who expressed different ideas than the others. I identified and documented discrepant cases so I could discuss them in the research findings. According to Bingham and Witkowsky (2021), researchers should compare their study's findings with themes present in academic literature using their conceptual framework as a theoretical lens. During Phase 5, I related key themes from my findings with themes

identified in the study's literature review. I also analyzed the findings using the theoretical lens of Herzberg's two-factor theory and Maslow's hierarchy of needs, the study's conceptual framework.

In Phase 6, I evaluated the data and data analysis holistically. This procedure allowed me to ensure that themes related to the research topic. During this phase, I interpreted the data in the context of the study's conceptual framework. Finally, after I analyzed the data, I summarized my interpretations of each participant's data and performed member checking. Member checking enhances the credibility and validity of qualitative studies' findings (Candela, 2019). Methodological triangulation is the process of using more than one method to study a phenomenon (Farquhar et al., 2020). In Phase 6, I used methodological triangulation to compare publicly available documents with the findings from the semi structured interviews to determine if data alignment occurred. The six-phased method for thematic analysis, coupled with document analysis and member checking, provided a robust analysis of the participants' data.

Reliability and Validity

Reliability

Reliability is an essential component of all research studies. In qualitative research, reliability pertains to the soundness of the research methodology, research design, sampling method, and ways in which the data are analyzed (Vu, 2021). Researchers can improve the reliability or dependability of qualitative research through several strategies, including: (a) identifying researcher biases and reporting any preconceived assumptions or notions, (b) rigorously establishing the methods for

participant recruitment and data collection and analysis, and (d) accurately report the information provided by the participants (Rose & Johnson, 2020). Following these guidelines, I used various methods, including extensive researcher reflexivity protocols, to enhance the reliability and dependability of the study.

Dependability

Promoting dependability is a critical component of a study's reliability. Dependability is a method researchers use to establish rigor and trustworthiness in qualitative studies that rely on the use of rigorous protocols for data collection and analysis (Rose & Johnson, 2020). In this study, I promoted the dependability of my findings in three ways. First, I documented my research protocols in my research log to rigorously establish the participants and research methods. Using a research log enhances methodological rigor by allowing researchers to thoroughly document their methodological choices (Johnson et al., 2020). Second, I kept a reflexive journal within my research log to note my preconceived notions and thoughts at each stage of the research process. McGrath (2021) indicated that using a reflexive journal makes researchers aware of potential bias. Third, I used member checking to allow the participants to confirm my interpretation of their data. Member checking is an essential mechanism qualitative researchers use to enhance the trustworthiness of their studies' findings (Candela, 2019). These methodological choices may enhance the dependability of the study's findings.

Validity

Validity is another important aspect of research studies. Rose and Johnson (2020) noted that qualitative researchers can improve the validity of their findings through data triangulation and data saturation. According to Halkias et al. (2022), qualitative researchers achieve external validity, or transferability, in qualitative studies by evaluating multiple cases, using triangulation, and comparing their findings to those in academic literature. In my research, I enhanced validity by creating a respectful interview atmosphere encouraging participants to be open and honest in their responses. Using an interview protocol with open-ended questions can help me gather detailed answers and include honest opinions, perspectives, and examples. The validity of a qualitative study is assessed through credibility, transferability, and confirmability.

Credibility

Credibility refers to the believability of a research study. According to Wood et al. (2020), credibility involves readers' confidence level regarding the study's conclusions. I enhanced the credibility of the study's findings in multiple ways. First, I used data from participants from multiple automotive companies. Using various sources allows researchers to provide a rich, thick description of the data while promoting data saturation (Rose & Johnson, 2020). I also kept a reflexive journal within my research log throughout the research process. Using a reflexive journal allows researchers to document their perceptions of the research process (McGrath, 2021). I also used member checking to ensure the accuracy of the information presented in the research findings. Member checking is how researchers confirm their interpretations of the study's findings with

research participants (Candela, 2019). These mechanisms should enhance the credibility of the study's findings.

Transferability

Transferability is like the concept of generalizability in quantitative studies. Specifically, transferability refers to the ability to apply the research findings to other cases with similar individuals (Rose & Johnson, 2020). Johnson et al. (2020) indicated that thoroughly documenting methodological choices can promote the transferability of a study's findings. To address transferability, I rigorously documented my data collection and analysis methods and provided a detailed description of the interview protocol, data collection, and research findings. According to S. Campbell et al. (2020), the purposeful sampling technique can also enhance the transferability of a study's findings by allowing for diverse participants to be selected. I addressed transferability by ensuring that the purposefully selected participants interviewed were diverse and representative of the study's general population.

Confirmability

Confirmability refers to the extent to which the research findings can be replicated by other researchers. The confirmability of a study can be enhanced by rigorously documenting the study's anticipated and actual methodology (Halkias et al., 2022). Using an interview protocol can enhance confirmability by ensuring that researchers ask all participants the same questions in the same order (Adeoye-Olatunde & Olenik, 2021). To achieve confirmability in my study, I used an interview protocol for semi structured interviews. Ensuring the accuracy of interview transcripts is another mechanism for

promoting confirmability (Prosek & Gibson, 2021). Therefore, I accurately documented the interview transcripts and compared them line-by-line with the audio recordings from the interviews. Confirmability can also be promoted through researcher reflexivity (McGrath, 2021). To minimize researcher bias, I used reflexivity protocols, including journaling, to document my perceptions as a researcher.

Data saturation is important for confirmability. Data saturation is when no current information will be gained by interviewing more participants (R. Campbell et al., 2020). Once saturation has been reached, data collection is thought to be exhausted (R. Campbell et al., 2020). To achieve data saturation, I interviewed as many HR managers as needed until no new data or coding emerged.

Transition and Summary

In Section 3, I discussed product ethics and the nature of the study. I identified the population, sample, and sampling technique. I described procedures for participation, data collection, and data analysis. I also discussed the procedures I used to ensure the reliability and validity of the study. In Section 4, I present the research findings, applications for professional practice, implications for social change, recommendations for action, and future research. I also discuss my reflections on the research process and provide conclusions.

Section 4: Findings and Conclusions

This qualitative pragmatic study examined the most effective strategies used by automotive human resources leaders in Metro Detroit to increase employee retention. During the analysis, I concentrated on four key themes—changes in job assignment, employee feedback, employee benefits, and growth and development opportunities and training and development for leadership—which emerged as crucial tactics. HRM executives in the automotive industry and/or other industries may find the study's findings useful in improving their retention strategies.

Presentation and Findings

The study's purpose was to investigate workforce retention tactics used by HR managers in the automotive industry. The overarching research question was the following: What tactics do HR managers in the automotive sector apply to improve employee retention? Seven human resources managers from the automotive industry who had effectively implemented policies to maintain staff retention were interviewed as part of the data collection procedure. The data analysis and participant responses revealed four themes: (a) job assignment, (b) employee feedback, (c) employee benefits, and (d) growth and development opportunities. These themes align with the body of research on successful engagement tactics to boost employee retention, as well as the conceptual framework of Maslow's hierarchy of needs and Herzberg's two-factor theory.

To address the research question (What strategies do human resource managers use to retain employees?), the participants were chosen by deliberate selection, drawing on their professional backgrounds. The participants agreed to answer eight semi

structured interview questions after being invited to take part in the pragmatic inquiry study. Along with conducting semi structured interviews, I also gathered publicly available data from automotive corporate websites that included details about the number of automotive facilities and the type of establishment in the Metro Detroit research area. The automotive websites offered general details on hiring procedures, job requirements, and general information about employee benefits and human resource policies.

Table 1

Themes Derived from Participants' Responses

Theme	Description	Frequency	Participant count	Themes derived from participants' responses
Job assignment	Alignment between employee roles and their skills or interests enhances retention.	20	12	Employees are more likely to remain in positions that match their interests and skills.
Employee feedback	Regular feedback and active listening improve workplace culture and retention.	15	10	A culture of communication makes employees feel valued and increases retention.
Employee benefits	Competitive benefits packages signal care for employee well-being, encouraging loyalty.	10	20	Rewards and benefits show commitment to employees' welfare, aiding long-term retention.
Growth and development	Opportunities for professional growth motivate employees to stay with the organization.	30	20	Career advancement opportunities build commitment and a vision for the future.

Table 1 shows that employee retention is multifaceted, with development opportunities and job functions that are aligned to have a significant impact. It emphasizes how crucial it is to pay attention to employee opinions and make investments in their future, in the form of both material rewards and professional growth. By focusing on open, honest leadership and initiative-taking communication in establishing trust and clear expectations, leaders can attain effective leadership and participation. Interview data showed that stretch assignments (job rotation) were strategies used by participants to mitigate employee retention. According to Siddiqui (2024), inherent employee motivation, job performance, and retention may all be enhanced by rewards like recognition. Leaders who acknowledge their employees' excellent work may help to enhance the motivation, enthusiasm, inspiration, and retention of workers (Van Ruysseveldt et al., 2022). According to P1,“We do encourage employees by paying them appropriately for their qualifications and ensuring that our wages are incredibly competitive in the market; we also offer a comprehensive benefits package that includes health insurance, bonuses, and other benefits that might be applicable.”P1 further advised “when workers are aware that their boss appreciates their efforts, they collaborate better with them; if the company does not acknowledge them, they will not perform well. [and when the business is doing well, you must inform them and push for bonuses for employees to reward their outstanding work.” Additionally, P1 expressed that providing employees with stretch assignments allowed for internal learning experiences that provided workers with new responsibilities outside of their existing job description. By offering possibilities for professional development, these assignments aided in employee

retention by assisting staff members in acquiring new abilities while resolving business concerns. Another opportunity provided to employees to assist with employee retention was to implement job rotation opportunities, which temporarily transfer workers to various departments or assign other tasks within the company. This strategy increases employee engagement and exposes the workers to a range of business operations while permitting lateral transfers or staff members without affecting their wage or hierarchical status.

Human resource managers can create and execute a comprehensive compensation and benefits strategy to increase job satisfaction and decrease the voluntary termination of the workforce (Davidescu et al., 2020). Participants discussed offering compensation and benefits subthemes (competitive salaries, fringe benefits, incentives, praises, encouragement, and recognition) to retain automotive employees. P1s stated that “by compensating employees appropriately for their qualifications and making sure that our wages are highly competitive in the market, we encourage our employees. In addition, we offer a comprehensive benefits package that includes health insurance, bonuses, and everything else that might be applicable.” “To make the business fruitful,” P1 added, "You need to give them what is going to sustain them and their families, and it will create longevity, dedication, motivation, and mutual respect." These claims were corroborated by publicly available data taken from the P1 company website, including the assertion that "we are committed to offering the best benefits to our employees, recognition, and competitive salaries." P2 made the following observation: “We verbally support staff members when they are performing a particular task effectively or when their overall

performance has increased. We give work rotation to acquire new abilities, celebrate when we accomplish a goal, and promote."

P2 expressed, "We appreciate your kindness, honesty, caring, responsibility, helpfulness, hard work, and modesty," according to public information from the P2 corporate website. According to P3,, "when a manager or other leader compliments an employee on a job well done, we let the boss know that the worker accomplished something extraordinary by going above and beyond the call of duty." Top personnel must be attracted to competitive salaries, bonuses, stock options, and salaries, but competent workers are also drawn to other incentives. Paid time off, retirement programs, and health insurance are all essential for drawing in and keeping talent. Going beyond with benefits like tuition reimbursement or flexible work schedules can help a business stand out in the competitive labor market. P5 "In addition to recognizing performance, we also offer things like employee spotlights, which feature weekly highlights of individuals from various departments inside the company who are performing at a prominent level. Giving out swag, or the capacity to pass out what we can what we call recognition points, to purchase items from our swag store, is one of our biggest hits."

Stretch assignments: Maintaining employees might be aided by stretch assignments. Providing stretch assignments lowers attrition rates, promotes team growth, and shows dedication to employee development. Effective stretch project managers exhibit adaptability and a readiness to take on unforeseen tasks.

On-the-job training is a learning-by-doing approach in which staff members pick up skills and knowledge while fulfilling their daily responsibilities. It is a hands-on, pragmatic method that connects theory to actual practice.

The effect on worker performance: Growth and Development of Skills Employees are exposed to new tasks and difficulties through stretch assignments and on-the-job training, which helps them advance their skill set. This speeds up career development and improves their capacity to support company goals.

Enhanced Motivation and Involvement When given the chance to develop and learn, employees frequently feel more engaged and appreciated. While on-the-job training provides a sense of success through the direct application of new skills, stretch assignments show confidence in their ability.

Developing adaptability and resilience: In stretching assignments, overcoming new obstacles develops problem-solving and resilience. In a similar vein, on-the-job training increases employees' adaptability in changing surroundings by preparing them to manage real-world situations. Enhanced Efficiency and Output Workers who have access to opportunities for ongoing education are better able to manage challenging assignments and make more valuable contributions. They perform better and are more productive overall because of their increased expertise and confidence.

Retaining talent and planning for succession: By offering training opportunities and stretching assignments, employers can lower turnover rates by demonstrating their commitment to staff growth. Additionally, these tactics improve succession pipelines by identifying and preparing future leaders.

Theme 2: Employee Feedback

To shape the employee experience, leaders must have a thorough understanding of their employees' thoughts, feelings, and desires. To get employee input, businesses spend a lot of money on internal data collecting, town halls, pulse polls. The amount of data, however, overwhelms many executives, who find it difficult to turn it into insights that can be used. Several authors have conducted interviews with executives and HR leaders from several different industries like technology, finance, and consumer goods. They discovered that although gathering data has become easier, interpreting the data and transferring the data into a strategic plan is difficult. Consistent employee input is crucial, according to one CEO, P5:

> We survey new hires every 30,60, or 90 days to see how they are adjusting and what they think of the experience. Our onboarding procedure is highly appreciated by many, especially the way we identify them. We also have an employee store, monthly awards, Town Hall acknowledgements, and spotlight features in addition to awarding recognition points. Through public acknowledgement, these programs inspire staff members and foster a lighthearted, friendly competition within departments. Seeing their names and pictures displayed has been beneficial.

These efforts align with Herzberg's theory of motivation, which distinguishes between hygiene factors such as pay, job security, good working conditions and healthy relationships- and motivators like growth opportunities, recognition, increased

responsibility, and career advancement. While hygiene factors are necessary to prevent dissatisfaction, true motivation stems from these deeper intrinsic motivators.

Another executive, P6 highlighted the importance of ongoing communication between supervisors and staff:" Retention is directly impacted by how often leaders connect with their team. Without regular check-ins, employees may feel isolated or unsupported, questioning their place in the organization. But when managers hold consistent one-on-one meetings that address both work progress and personal well-being, it builds trust, strengthens relationships, and supports employee success."

Theme 3: Employee Benefits

All the participants agreed that coaching and mentoring, when implemented, are important non-monetary incentives in the automotive industry. These programs provide a distinct competitive advantage in an industry where ongoing skill development and upward mobility are essential. Mentoring and coaching show employees that the company cares about their professional and personal development. Consequently, this cultivates a culture of loyalty, trust, and job satisfaction. Employees are more likely to stick with the company rather than look for possibilities elsewhere when they perceive a clear, encouraging path for their growth. In addition to speeding up skill acquisition, the availability of mentorship connections and guided learning strengthens employees' sense of purpose and belonging within the organization.. Programs for Employee Well-being as a fundamental advantage, automotive workplaces may entail shift work or repeated activities, and they can be psychologically and physically stressful. These issues are directly addressed by providing well-being initiatives, such as fitness incentives, flexible

scheduling, mental health support, and physical wellness benefits. These are observable advantages that enhance quality of life, lessen burnout, and show the business values its employees.

Additionally, the benefits of succession planning for development are offering employees a long-term benefits package. Employees understand the organization's commitment to their future when they observe that they are being prepared for internal promotions or leadership roles. In the automotive industry, where technical competence takes time to develop and experienced talent is difficult to replace, this is crucial. Leadership development and clear promotion paths improve employee morale and lower the chance of losing talent to rival companies who offer quicker paths to growth. In addition to boosting employee morale providing benefits like coaching mentoring, well-being support and career advancement that address employees' needs multiple levels as defined by Maslow's Hierarchy also satisfies deeper psychological and emotional needs that are directly related to employee retention. These factors support effective employee retention strategies used by HR leaders in the automotive industry.

Theme 4: Training, Growth, and Development

All participants expressed that employee retention is influenced by growth and development, especially in a high-pressure sector like the automotive industry. Beyond the obvious advantages, these components directly address deeper psychological and motivational needs as outlined in Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs. Development opportunities are seen from this angle as strategic

levers for fostering long-term employee engagement and loyalty rather than optional benefits.

Herzberg's approach reaffirms that if employees do not have prospects for advancement, they may still disengage even when hygiene factors are sufficiently addressed. Satisfying fundamental psychological demands, specifically the urge for accomplishment, acknowledgement, and self-improvement, is essential for sustained retention. In summary, growth and development are crucial instruments for satisfying higher-level demands and motivational factors of employees; they are not optional. Businesses can establish a work environment that encourages meaningful engagement, contentment, and enduring loyalty by coordinating organizational strategies with Maslow's and Herzberg's conceptual frameworks.

Application to Professional Practice

The findings of this study could affect professional practice in the automotive industry and other industries as HR managers search for ways to retain employees. I conducted semi structured interviews with seven HR managers in the automotive industry. Implementing retention strategies can help companies reduce the likelihood of employee turnover by increasing understanding of talent management strategies. This is accomplished through improved communication. Communication is essential for influencing employee happiness, retaining employees, and fostering employee loyalty, according to Sun and Hu (2020). Employee turnover is time-consuming and wasteful; therefore, the car manufacturing sector may benefit from the recommended solutions. An

environment that fosters a healthy level of job satisfaction increases the likelihood that employees will remain engaged and loyal to the company.

Implications for Social Change

Voluntary employee turnover has a considerable influence on organizations in several ways. According to Yang(2016), turnover is expensive and bad for enterprises, employees, and the country's economy in the industrial sector. Employees and executives in the automotive industry is an example of stakeholders that a business cannot support if turnover keeps it from making a profit. Furthermore, other communities and the company's beneficiaries may also suffer. All parties may gain from the study's findings since they would reduce the parties' financial losses if they were put into practice. According to Suraihi et al. (2021) prosperous businesses are more able to influence positive social change in the areas in which they operate.

Support for regional projects and activities that could benefit other areas, the creation of new jobs in the local community, and financial and material contributions to other organizations are outcomes of the study's implications for positive social change. Additionally, according to Skeleton et al (2020), the authors anticipate that businesses that consistently give back to their community are more likely to be perceived as engaging and ethical in their business practices. Addressing staff turnover benefits the organization as much as the worker. According to Quazi et al (2015, lowering the employee turnover rate can increase a company's profitability by lowering costs related to recruiting and training new workers as well as replacing departing employees. According to Khalid and Nawabs (2018). A company could leverage the financial savings from a

lower employee turnover rate to provide bonuses or pay increases to employees. This might lead to a higher standard of living for workers and their families, which could boost local business in general. According to Du et al. (2015), a prosperous business benefits both its direct stakeholders, and indirect stakeholders, in which it operates. Therefore, if managers of Metro Detroit auto manufacturing facilities had lower employee turnover, it would be possible to improve not only the organization's financial status but also the income of the workers, local community, and the economy.

Recommendation for Action

Employee turnover research is important not only in the automotive industry but also in other businesses since it impacts employees, the local community of organizations, and the government. Rubenstein et al. (2017) agreed that to guide future research, it was appropriate to assess the status of the voluntary employee turnover literature. The study's findings will be useful to managers in various industries dealing with employee turnover, even though the participants are Human Resource managers in the automotive industry. The main conclusion of the study is that communication, remuneration, and recognition are necessary to reduce turnover. Human resource managers in the automotive industry can maintain employee retention by creating open lines of communication, offer growth and development and competitive salaries. Leaders of the Metro Detroit Automotive industry and each respondent will receive survey results, I will ask them to share them with their peers and other managers in the auto industry to spread the word, The research will be published in the ProQuest/UMI dissertation database so that others can access it. Additionally, I will work with my Chair

to present the results through other channels, like academic conferences and training sessions**.**

Recommendations for Further Research

This qualitative multiple case research set out to investigate the strategies HR managers in the automotive industry use to keep employees on board. Seven managers who employed successful staff retention policies and procedures at three automotive manufacturing facilities in the Metro Detroit area made up the target population. Zhang (2016) noted that employee retention is a problem for businesses of all sizes and industries. I would recommend widening the target population. The study's findings will help researchers and supervisors retain staff members.

Maslow's Hierarchy of Needs theory and Herzberg's two-factor theory were both strongly supported by the literature assessment. Empirical research has demonstrated that, to boost employee retention efforts, organizations must comprehend what encourages employees to stay and support retention strategies given the substantial cost of employee turnover. According to the interviews, employee retention in this sector is significantly impacted by the work environment. Therefore, it is advised that management make every effort to create a welcoming workplace so that staff members brag about their choice to remain with the company. Lastly, the study suggests once more future research focuses on examining ways in which leadership, job satisfaction, organizational commitment supervisor support, training and development, work-life balance, employee engagement, and financial rewards can affect employee retention. The result of the study also supports broadening the research scope to include more industries. Furthermore, it is advised that

future research inquiries be conducted on a larger scale to allow for a wider generality of the results.

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Appendix A: Interview Protocol

Hello, my name is Kendra Williams. I am a Doctoral Candidate with Walden University. The purpose of this interview is to identify and explore strategies you use to successfully retain employees. I am going to ask you eight questions which I would like your responses to. I will explain that I would like to record this session, with their permission. Then, I will conclude the interview. Do you have any questions before I begin?

Beginning questions:

1. What practical strategies do automotive human resource managers use to increase employee retention?
2. What is the effect on the employees since the implementation of the retention strategies/policies?
3. How are the strategies/policies measured for employee retention?
4. What were your employees' reactions to the methods used to retain employees?
5. What barriers were experienced with implementing strategies/policies to retain employees?
6. What strategies i.e., recognition, growth opportunities, and training, did your organization use to increase employee retention?
7. What advantages have you recognized since the inception of the new retention strategies/policies?
8. Can you provide additional information on the success of retention strategies/policies?

Thank you for participating in the interview, an integral part of my research project.

I will email you a summary of my interpretations of your responses to the interview questions. I would appreciate if you would review my interpretations, add further clarification if necessary, and reply to my email.

Appendix B: Invitation Template

There is a new study about employee retention strategies that could help business leaders better understand successful strategies for retaining employees in the automotive industry. For this study, you are invited to describe your strategies for retaining employees.

About the study:

- One 30–60-minute Zoom interview that will be audio-recorded (no videorecording)
- To protect your privacy, the published study will not share any names or details that identify you.

Volunteers must meet these requirements:

- Over 18 years old
- Be an HR manager in an automotive company in Detroit
- Have at least 5 years of experience as an HR manager
- Have implemented successful employee retention strategies.

This interview is part of the doctoral study for Kendra Williams, a DBA student at Walden University. Interviews will take place from August 2024 – to January 2025.

Please reach out Kendra.Williams6@waldenu.edu to let the researcher know of your interest. You are welcome to forward it to others who might be interested.